



Leadership and Change in a Values-Based Army

A Leader's Guide

Values are the essence of our Army—like combat skills, they have to be trained, honed, and polished to perfection. This guide addresses the crucial task of preserving our fundamental values and traditions as we complete the transformation from a Cold War force to a 21st Century Army. The guide is designed for leaders—to provide focus for training, mentoring, and preparing the next generation of America's Army. The first half of the guide outlines the strategic environment in which we will teach and shape the values of tomorrow's force. It summarizes the physical and cultural obstacles we faced in transitioning to the post-Cold War world and describes and explains the Army's strategic vision for mastering the challenge. The second half of the guide addresses the task at hand—dealing with the human dimension of change. Here leaders will find a frank and honest appraisal of the threats and pressures against the Army's value system and, most importantly, guidance on the crucial process of setting the standards and conditions that will nurture and preserve our values and traditions. In the future, the Army will have more than its share of work in securing America's place in a free, peaceful, and prosperous world. We must be ready to roll up our sleeves and get on with the labor—building on a bedrock of solid, stable values.